

S E C R E T

COMPT 85-376

1 APR 1985

MEMORANDUM FOR: Executive Director

FROM: Daniel A. Childs, Jr.
Comptroller

SUBJECT: Business Portfolios/Areas

Jim: -
1. As you requested, we have spent some time thinking about "other ways" to portray Agency activities for senior management. We thought any list should be uncomplicated, relatively short, and somehow related to information that the Agency already uses and that the senior managers recognize. Our staff came up with ten or so ways to think about our work, and I have attached for your review three representative samples.

2. We were struck by the functional character of nearly all of our lists. We were also struck by the realization that we have for years portrayed to Congress in the CBJ a program and budget organized by what could be termed "business portfolios/areas." While we have not used these categories for internal decisionmaking, we have long recognized that such broader categories help members of Congress to understand our capabilities and shortfalls more clearly.

3. At first glance the attached lists appear similar, in that they are all functional. They all include a "countermeasures" category that we see as a particularly useful way to focus attention on a variety of important subjects. They differ in the way they allocate "processing" tasks--one places it with collection (traditional); one places it with production to emphasize user interest; one holds it out as a category that deserves continued, discrete attention. All the lists contain an aggregate support or administrative category that includes communications and information handling. We did discuss these two areas as a potential portfolio because of their aggregate size and their central role in our ability to do other things. Two lists combine all of collection under a single heading. One list distinguishes the portfolio for technical collection from the one for human source collection. Covert action ranks on all lists as a separate portfolio.

4. We also discussed at some length the need for a stronger planning effort and for senior management to develop a prioritized set of investment strategies. We concluded that to be of real benefit the portfolio/business area approach must be guided by clearly stated short-term and long-term objectives. This will require a stronger and much different planning effort each fall--before the directorates begin to build their programs. Later discussions would then center on the degree to which proposals meet the key objectives.

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5. We are prepared to talk with you further on this subject. We feel some obligation to move on rather quickly from here because we want to be sure that our support for decisionmaking between April and June, and then between June and September, meets the new objectives you have set.

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Daniel A. Childs, Jr.

Attachments: a/s

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